#### **GRANT AND PER DIEM (GPD) PROGRAM**

# CASE MANAGEMENT NOTICE OF FUNDING OPPORTUNITY (NOFO) REVIEW

# APPLICATIONS DUE BY 4PM EASTERN TIME ON THURSDAY, MAY 4, 2023

#### RECORDING LINK - NOFO OVERVIEW:

https://veteransaffairs.webex.com/webappng/sites/veteransaffairs/recording/ab4c14137f02103bbbd7005056818699/playback

**RECORDING PASSWORD:** Homeless1!

#### RECORDING LINK DEMO OF E-GMS:

https://veteransaffairs.webex.com/recordingservice/sites/veteransaffairs/recording/playback/3c9de51e6445103ba75b00505681a01b

**RECORDING PASSWORD:** Homeless1!





#### **OBJECTIVES**

- Provide an overview of the GPD Program Case Management (CM) NOFO
- Participants will learn about the requirements of awards that begin in Fiscal Year (FY) 2024 (October 1, 2023)
  - Overview of NOFO information
    - Funding opportunity description
    - Award information
    - Eligibility
    - Application and scoring information
    - Application review process
    - Award administration
- The published NOFO is the authoritative source for all information and the official record
- In the event there is any question or discrepancy between information in this technical assistance presentation and the published NOFO, the published NOFO is the definitive resource
- This presentation should not be used in lieu of careful reading of the NOFO or GPD regulations



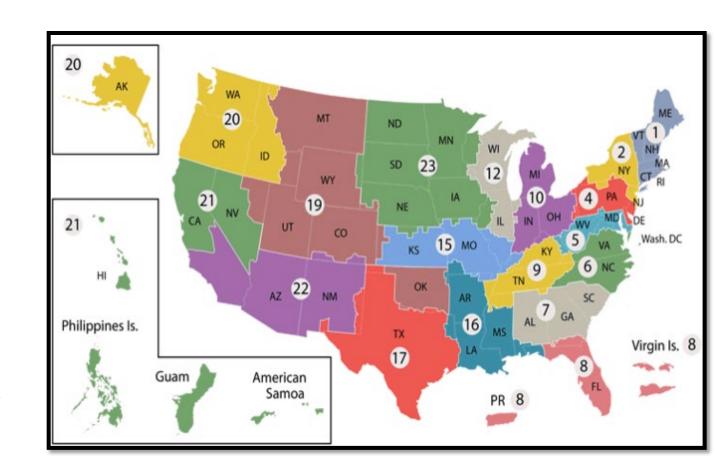
#### **FUNDING OPPORTUNITY OVERVIEW**

- Applications for assistance are being accepted from eligible entities to support case management services
  - These time-limited case management services will improve retention of housing by Veterans who are at risk of becoming homeless or who were previously homeless and are transitioning to permanent housing
- Any eligible entity may apply for funding, including current GPD grantees and new organizations that meet program
  eligibility criteria
- Grants will be for up to **two years** starting in FY 2024 (October 1, 2023—September 30, 2025)
- GPD expects to fund approximately 100-150 awards
- CM grants will fund case manager positions (up to \$300,000 per full-time position over two years)
- Applications must be submitted via GPD's electronic grants management system (a.k.a., eGMS, UDPaaS, SmartSimple).
- Applications must be received by the GPD National Program Office no later than 4 p.m. Eastern on the date listed in the published NOFO
  - The published NOFO may be found on the GPD website, <a href="http://www.va.gov/homeless/gpd.asp">http://www.va.gov/homeless/gpd.asp</a>, and grants.gov</a>
  - Applications received for any reason after the deadline will be considered ineligible
- Grants are competitive and funding is not guaranteed



# BACKGROUND

- The GPD Program is organizationally aligned under the Veterans Health Administration (VHA)
  - Grants are nationally administered with operational oversight provided by local VA medical facilities
- VHA is organized into 18 regions called Veterans Integrated Service Networks (VISNs)
- Every VISN has a Network Homeless Coordinator (NHC)
  - NHCs have a variety of leadership and coordination responsibilities
- Every VA medical facility with a GPD grant has a GPD liaison
  - Provide oversight and monitoring of GPD grants
- Find your VA medical facility and catchment area: <a href="https://www.va.gov/directory/guide/home.asp">https://www.va.gov/directory/guide/home.asp</a>



#### BACKGROUND

- Since 1994, the GPD program has provided Veterans who are experiencing homelessness with community-based transitional housing, supportive services such as case management
  - These services assist Veterans in attaining or retaining permanent residence
  - Several types of grants are offered under the umbrella of the GPD program
  - The grants are designed to meet Veterans at various stages as they move to housing stability
  - The community organizations who receive these grants offer focused housing stability services through a variety of service models
  - The GPD program plays a vital role in the continuum of homeless services
- Ending Veteran homelessness requires multifaceted approaches
  - In response to the mounting need in communities to prevent homelessness, this NOFO focuses on upstream prevention approaches to reduce the risk of housing instability
  - Grants funded from this NOFO will increase housing stability for Veterans



#### **APPROACH**

- The objective of this NOFO is to provide funds for case management services
  - Grants awarded under this NOFO will contribute to the achievement of the goals and objective by **increasing the** availability of case management services to Veterans and by **increasing permanent housing retention**
  - Program performance and project performance will be indicated by the average monthly caseload of the FTE
     GPD-funded case managers and by the percentage of Veterans who retained permanent housing upon exit from case management



#### **GPD CASE MANAGEMENT**

- Case management services, as defined in this NOFO and as described in 38 C.F.R. § 61.90(b), may be provided to help overcome and troubleshoot barriers to (re)acquiring and maintaining permanent housing
- Case management, including housing navigation services, can help Veterans obtain permanent housing based on their unique needs, preferences, and financial resources
- Case managers may provide supports to address issues that may impede access to housing (such as credit history, arrears, and legal issues), may negotiate manageable and appropriate lease agreements with landlords and may make appropriate and time-limited services available
- Case managers also may monitor participants' housing stability after securing housing and during project
  participation, ideally through home visits and communication with landlords and may be available to resolve housingrelated crises
- When possible, case management services **should occur in-person**; however, virtual case management services (e.g., conducting home visits remotely) may be necessary at times

### **GPD CASE MANAGEMENT EXAMPLES**

- Examples of case management services that grantees can provide using these grant funds include, but are not limited to:
  - Supporting housing search and placement activities to facilitate transitions for Veterans into permanent housing
  - Making home visits by the case manager to monitor housing stability and assess the need for services or other supports.
  - **Providing or coordinating educational activities** related to meal planning, tenant responsibilities, the use of public transportation, community resources, financial management and development of natural supports
  - Making referrals to needed services, such as mental health, substance use disorder, medical and employment services
  - Participating in case conferencing with other service providers working with Veterans (e.g., GPD transitional housing grantees, Supportive Services for Veteran Families (SSVF) providers, other community-based organizations)
  - Supporting eviction diversion through the facilitation of landlord/tenant mediation



#### **GPD CASE MANAGER CHARACTERISTICS**

- Educational requirements:
  - The minimum educational requirement for GPD case managers is a bachelor's degree
    - Four years of case management and/or housing navigation experience may be substituted for the educational requirement
  - Grantees may consider lived experience when selecting Case Mangers, but lived experience is not a substitute for the educational or work experience requirements
  - Applicants may establish more stringent minimum education, experience and/or training requirements
    - Applicants should carefully consider the minimum educational requirements established in their grant applications, because the GPD National Program Office will likely not honor reductions to minimum credentials after the grant is awarded





#### **GPD CASE MANAGER CHARACTERISTICS**

- Workload Requirements:
  - An FTE position is expected to manage an average monthly caseload of at least 16 Veterans in permanent housing and/or in housing navigation
  - Encounters with Veterans count toward the FTE's overall workload but do not count toward caseload
  - The majority of each FTE's overall workload must be dedicated to caseload
  - Applicants must have written procedures and position descriptions to implement these FTE workload and caseload requirements
  - Applicants should plan staff time and position descriptions accordingly in order to fulfill HMIS responsibilities





## **COMMUNITY LINKAGES & DATA**

- All grantees must participate in HMIS and in their local coordinated entry system
- Precise and accurate data is expected to be entered into HMIS by grantees in a timely manner
- Grantees are expected to conduct second-level reviews of entered data
- Chart reviews of participant files in HMIS shall be conducted monthly to ensure all required documentation of services
- Grantees also are expected to engage with their local CoCs and by-name list, case conferencing and general planning processes to the fullest extent possible.
- Applicants should plan staff time and position descriptions accordingly in order to fulfill HMIS responsibilities
- Grantees will be required to work with their HMIS Administrators to export client-level data for activities funded from the GPD grant to VA on at least a monthly basis
- The completeness and quality of grantee uploads into HMIS will be factored into the evaluation of their grant performance





### A NOTE ON COLLABORATION

- The case management resource must not be used to duplicate or replace activities that are funded from another source
- Case management resource must be maximized to provide case management services to as many Veterans as
  possible, including those who are transitioning to permanent housing from programs such as GPD or HCHV CRS
- One way to maximize the case management resource is to proactively develop strong collaborations to fill in service gaps left by other programs and to complement or enhance activities happening under other programs



### A NOTE ON COLLABORATION

- The following are examples of how to collaborate with other programs to complement or enhance activities while avoiding duplication:
  - GPD's Bridge Housing model provides short-term transitional housing for Veterans who have accepted a permanent housing intervention but are not able to immediately enter their permanent housing unit
  - GPD's Transition in Place housing model offers Veteran residents housing in which supportive services transition out of the residence over time, rather than the resident
    - For example, case management grantees could begin engagement with Veterans discharged from TIP and in permanent, non-VA-supported housing
  - SSVF offers temporary financial assistance and supportive services to Veterans entering permanent housing or residing in permanent housing and at risk for homelessness
    - For example, case management grantees may potentially serve a Veteran receiving SSVF Temporary Financial Assistance only
      - Coordination with VA team members (e.g., SSVF regional coordinator, GPD liaison) should occur to ensure appropriate use of the service
    - GPD case management grantees have the option of participating in the HUD-VASH GPD Collaborative Case Management (CCM) partnership if the partnering VA medical center agrees





### PERFORMANCE TARGETS

- VA may, at its discretion, update these targets at any point before or during the award period
  - If any new metrics or targets come into effect, VA will notify grantees in writing
    - Caseload A full-time equivalent position is expected to manage an average monthly caseload of at least 16 Veterans in permanent housing and/or in housing navigation
    - Permanent Housing At least 90% of Veterans engaged in case management services are expected to have retained permanent housing at the time of exit from case management



#### **ELIGIBILITY**

#### Applicant eligibility:

- An entity is eligible to apply if it is a 501(c)(3) or 501(c)(19) nonprofit organization, State or local government agency or Federally recognized Indian Tribal government that meets the requirements in 38 C.F.R. § 61.1
- Eligible entities may submit up to one application per Employer Identification Numbers (EIN), per VA medical facility catchment area
- Eligible entities must have an active registration in the <u>System for Award Management (SAM)</u> and must maintain their active status throughout the grant award period



#### **ELIGIBLE ACTIVITIES**

- Projects that propose to support case management services to assist Veterans in obtaining and retaining permanent housing are eligible
- Each application must propose at least 0.5 FTE position (i.e., at least 20 hours on average per week)
  - This NOFO does not establish a maximum number of hours
  - Applicants must propose the number of hours based on the number of Veterans estimated to be served, considering the minimum caseload requirements established in the NOFO
- Each applicant must propose a two-year project period





#### **FUNDING PRIORITIES**

- Priority 1: VA will place in the first funding priority those applications from operational GPD-funded organizations that have provided a written commitment to give up per diem only or special need funding and convert their transitional housing to permanent housing
  - Successful priority 1 applicants who received a **GPD capital grant** that has met the minimum period of operation (refer to 38 C.F.R. § 61.67 for the minimum period of operation)
- Priority 2: VA will place in the second funding priority those applications from organizations that demonstrate a capability
  to provide case management services, particularly organizations that are successfully providing GPD transitional
  housing services using per diem only or special need funding
- **Priority 3**: VA will place in the third funding priority those applications from other organizations **without GPD transitional housing grant experience** that seek to provide time limited case management to Veterans to support their (re)acquiring and maintaining permanent housing





- Guidance for the use of funds
  - Funding applied for under this NOFO may be used to provide case management services
  - Funding may **not be used for capital costs, per diem costs, or the cost of operating transitional housing beds** or service centers for Veterans
  - There is a six-month time limit for Veterans to receive case management services (excluding housing navigation)
    - However, VA may approve a request to extend services beyond the six-month period if an organization submits a request to VA in writing and if VA approves it before the six-month time limit expires
  - Applications do not have to include coverage for the entire VA medical center facility catchment area in the application; however, the coverage area must not exceed the catchment area identified in the application





- Case management grant funding may be used for the following administrative purposes:
  - Providing funding for case management staff (e.g., salary, fringe benefits, professional development)
  - Training, education, licensing costs for case management staff
  - Incidental costs related to supervising or mentoring the case management staff (not to include supervisor salary costs)
  - Costs for organizational development related to case management (e.g., accreditation)
  - Providing transportation for the case manager(s) and/or the Veterans they are working with to support housing navigation or other related case management activities
  - Providing cell phones, headsets, computers, tablets, printers, personal protective supplies (e.g., masks, gloves, hand sanitizer, disinfecting wipes) and other incidentals needed to facilitate home visits and other case management activities associated with the grant
  - Providing office space and furniture for the use of the case management staff or other necessary supplies, software and utilities





- Continued...Case management grant funding may be used for the following administrative purposes:
  - **HMIS participation fees** and related staffing costs associated with inputting data and monthly reporting (only if not available through other means at no cost to the grant)
  - **Incidental supplies for Veterans** if needed to facilitate the case management services (e.g., disposable phone, personal protective equipment, bus tokens, safety supplies)
  - Limited non-cash incentives of up to \$500 per Veteran engaged in case management services are allowed for costs such as household items, moving costs, groceries, clothing or other items typically associated with independent living in permanent housing
    - Incentives are not allowed to include cash, gift cards or items purchased by the Veteran for reimbursement
  - Costs for outreach activities directly related to the grant
  - Indirect costs, as defined in 2 C.F.R. §§ 200.412-415, are allowable if supported by a Federally Negotiated Indirect Cost Rate Agreement (NICRA) or if supported by a certification of de minimis indirect cost rate declaring a rate of up to 10 percent% of modified total direct costs as described in 2 C.F.R. § 200.414
    - Otherwise, all requested costs must be direct costs





- Applicants should ensure their funding requests are based on a two-year total project period, divided into oneyear annual budget periods
  - Include good faith estimated costs considering all available information, such as reasonable cost of living increases, established salary scale adjustments and variations in the projected numbers of Veterans per year





#### Quick tips

- Be sure to watch our tutorial on using our electronic grants management system (linked on title page of this presentation)
- Also make use of the electronic Code of Federal Regulations website functionality while preparing your application
  - https://www.ecfr.gov/current/title-38/chapter-I/part-61?toc=1

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    ▼ Subpart G Case Management Services Grant Program
    § 61.90 Grant for case management services - program.
    § 61.92 Grant for case management services - application and rating criteria.
    § 61.94 Grant for case management services - selection of grantees.
    § 61.96 Grant for case management services - awards.
    § 61.98 Grant for case management services - requirements and oversight.
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- Applications must be submitted via GPD's electronic grants management system (i.e., eGMS, UDPaas, SmartSimple) eGMS website: <a href="https://hmlsgrants-va.mod.udpaas.com/s">https://hmlsgrants-va.mod.udpaas.com/s</a> Login.jsp
- The CM application is broken into sections
- Organization Profile (Eligibility)
  - Unique Entity Identifier (UEI)
  - Employer Identification Number (EIN)
  - Organization Name
  - Organization Address (including city, state, postal code, and congressional district)
  - Indirect Cost Rate (percentage) and upload a copy of your agency's Federally Negotiated Indirect Cost Rate Agreement (NICRA) that supports this rate or upload a copy of your agency's certification of de minimis indirect cost rate. Note: Applicants not requesting indirect costs as described in 2 C.F.R. § 200.414 are not required to upload anything here.
  - System for Award Management (SAM) expiration date
    - Note: Applicants are required to be registered in SAM before submitting an application and must maintain an
      active SAM registration with current information at all times during which they have an active Federal award or
      an application under consideration by a Federal awarding agency





- Overview
  - Identify the funding priority of this application (select one)
  - Amount requested (must match what is provided in the Budget table section)
    - Year 1 total amount
    - Year 2 total amount
    - Combined two-year total amount
    - Station number of the VA medical center facility whose catchment area includes the proposed area to be served in this application (select one)
  - Veterans Integrated Service Network (select one)
  - Continuum of Care (CoC) (select all that apply)





#### Application

- Total number of hours per week grantee will provide services under the GPD case management grant (one full-time equivalent (FTE) = 40 labor hours per week; minimum amount per application = 20 hours per week)
- Number of case management staff members proposed to fill the hours requested above
- Average number of Veterans to be served per FTE case manager position per month (must be 16 or more Veterans)
- Total number of Veterans to be served per FTE case manager position annually
- Site address(es), city, state, zip code + four-digit extension, county, congressional district (i.e., the location of the case manager(s) office and/or where project records will be retained)

#### Abstract

- In approximately 500 words, provide a brief abstract introducing and summarizing the proposed project
- Abstracts may elaborate on information provided elsewhere and may provide necessary context about the intent and impact of the project
- As applicable, include a discussion of multiple positions, multiple CoCs and/or other information relevant to an understanding of the overall project





### **APPLICATION SECTIONS**

- Need (see 38 C.F.R. § 61.92(e))
- Project Plan (see 38 C.F.R. § 61.92(c))
- Ability (see 38 C.F.R. § 61.92(d))
- Coordination (see 38 C.F.R. § 61.92(g))
- Please give consideration to the details outlined in the NOFO and regulations
  - https://www.ecfr.gov/current/title-38/chapter-I/part-61/subpart-G/section-61.92



# SCORING

#### Quick tip

- Give consideration to how all sections of your application feed into 38 CFR 61.92(d) and 38 CFR 61.92(f)
  - Ability of the applicant to develop and operate a project
    - https://www.ecfr.gov/current/title-38/chapter-l/part-61/subpart-G/section-61.92#p-61.92(d)
  - Completion confidence
    - https://www.ecfr.gov/current/title-38/chapter-l/part-61/subpart-G/section-61.92#p-61.92(f)



#### **APPLICATION REVIEW**

- Threshold review requirements (38 C.F.R. §61.12(i))
  - Applications must be submitted on time, in the correct format, be complete, from an eligible entity and for eligible activities
- Applications that pass threshold will be reviewed and scored by a panel of subject matter experts
  - As this is a national competition, applicants should not assume that grant reviewers are familiar with their organization or local community homeless system
  - VA may use historical program documents of past performance in determining scores
- Applications will be ranked in score order by funding priority as described in 38 CFR 61.94
  - Applications in priority one that receive the minimum score to be eligible for selection will be considered in score order before applications in priority two are considered, etc.
  - VA will select up to two case management grants per VA medical facility catchment area, in priority and rank order.
  - · Additional selections may be considered, at VA's discretion, until available funding is exhausted





#### SCORING

- Applications will be scored according to 38 CFR 61.92(b)
  - https://www.ecfr.gov/current/title-38/chapter-l/part-61#p-61.92(b)
- Applicants must score a total 750 points of a possible 1,000 points
  - Project plan: VA will award up to 400 points
  - Ability of the applicant to develop and operate a project: VA will award up to 200 points
  - Need: VA will award up to 150 points
  - Completion confidence: VA will award up to 50 points
  - Coordination with other programs: VA will award up to 200 points
- Tie Score
  - In the event of a tie score between applications, VA will determine at its discretion how to handle selection decisions (e.g., selecting multiple applications for award, awarding for less than requested, reducing hours)
  - VA's discretionary funding decisions are final
- Reviewers will give consideration to how the application demonstrates plans to maximize the case management resource





# **APPLICATION REVIEW CAVEATS**

- If VA determines that an application was received under the wrong priority, VA reserves the right to consider the application ineligible
- VA also reserves the right to consider such application under the correct priority, or under priority three, if the application otherwise meets the threshold criteria



- VA will provide funding to all eligible applicants in score order as described in this NOFO until eligible applications or funding is exhausted
- Funding is not guaranteed
- Conditionally selected applicants may be asked to submit additional information
  - Applicants will be notified of the deadline to submit such information
  - If an applicant is unable to meet any conditions for the grant award within the specified time, VA may non-select the applicant and may use the funding for another applicant(s)
  - VA may negotiate arrangements with conditionally selected applicants and will incorporate any changes into the grant agreement
  - Prior to awarding a grant agreement, VA reserves the right to make upward or downward adjustments to factors including but not limited to hours, FTE positions, services, project period dates or dollars amounts, including adjustments that exceed the limits of the NOFO, as needed within the intent of this NOFO
- Adjustments may be based on a variety of factors including the quantity and quality of applications, the needs of the community, geographic dispersion, as well as the availability of funding





- VA may not make a Federal award to an applicant if the applicant has not complied with all applicable UEI and/or SAM requirements
- Applicants may refer to 2 CFR part 200, 2 C.F.R. part 25 and <a href="www.sam.gov">www.sam.gov</a> for more information
- If an applicant has not fully complied by the time the Federal awarding agency is ready to make a Federal award, the Federal awarding agency may determine that the applicant is not qualified to receive a Federal award and may use that determination as a basis for making an award to another applicant
- GPD National Program Office expects to announce grant awards around the fourth quarter of FY 2023 (i.e., July-September 2023)
- GPD will notify both successful and unsuccessful applicants.
  - Only a grant agreement with a VA signature is evidence of an award and is an authorizing document allowing costs to be incurred against the grant award
  - Other notices, letters or announcements are not authorizing documents





- At any time during the grant, VA reserves the right to make upward or downward adjustments to factors including but not limited to FTE positions, services, project period dates, or dollar amounts including adjustments that exceed the limits stated in this NOFO as appropriate to accomplish the overall goals and objective
- Under this NOFO, VA will make payments in a method consistent with VA policy and other Federal fiscal requirements
  - Payments are only for allowable costs
  - All payment specifics will be given to the grantee at the time of award
  - Grantees are subject to requirements of this NOFO, 2 CFR part 200, 38 CFR part 61 and other Federal grant requirements
  - Grantees are required to maintain internal records supporting their request for payments with adequate fiscal documentation, including caseload, program income and expenses.
  - GPD reserves the right to review grantee's documentation as needed





Grantees will receive payments electronically through the U.S. Department of Health and Human Services (DHHS) Payment Management System

- Grantees will have the ability to request payments as frequently as they choose subject to the following limitations:
  - During the first quarter of each annual budget period, the grantee's cumulative requests for funds may not exceed 35 percent of the annual grant award amount without written prior approval by VA
  - By the end of the second quarter of each annual budget period, the grantee's cumulative requests for funds may not exceed 60 percent of the annual grant award amount without written prior approval by VA
  - By the end of the third quarter of each annual budget period, the grantee's cumulative requests for funds may not exceed 80 percent of the annual grant award amount without written prior approval by VA
  - By the end of the fourth quarter of each annual budget period, the grantee's cumulative requests for funds may not exceed 100 percent of the annual grant award





- Grantees must maintain written procedures to minimize the time elapsing between drawing down funds from the Federal government and disbursing the funds for grant costs
- Also, grantees must maintain financial management systems that meet the standards for fund control and accountability as
  established in 2 CFR part 200 (e.g., 2 CFR 305)
  - VA will make payments to reimburse amounts expended (38 CFR 61.61(b))
  - Advance payments are not provided to GPD grantees
    - Payments drawn must be limited to the minimum amounts needed and be timed in accordance with actual and immediate cash requirements of the grantee in carrying out the purpose of the approved project
  - The timing and amount of payments must be as close as is administratively feasible to the actual disbursements by the grantee for direct project costs and the proportionate share of any allowable indirect costs
    - Typically, "immediate" means within three business days, as articulated by DHHS: <a href="https://pms.psc.gov/grant-recipients/funding-request-formula.html">https://pms.psc.gov/grant-recipients/funding-request-formula.html</a>)





### TIPS AND SUGGESTIONS

- Do not wait until the last minute to submit your application
  - Deadline is firm as to date and hour
  - Submit early to avoid the risk of unanticipated delays, computer service outages or other submission-related problems that might result in ineligibility
- Ensure that your application is complete
  - Materials arriving separately will not be included in the application package for consideration
- Be sure to fully answer all the questions
  - Many narrative questions have several parts
- Typographical and grammatical errors inhibit understanding of the project
- Read the NOFO carefully as it is the official document regarding this notice of funding
- Read the GPD regulations carefully (<u>38 C.F.R. § 61</u>)
- Write your application as if the person reading it knows nothing about your organization/program
  - Because they don't!





### TIPS AND SUGGESTIONS

- Use data to establish need for your specific project
- Start early by having planning discussions with your local community and VA medical facility
- Address how will your proposed project meet community need
- Address how is your organization tied to the local coordinated entry system in your area
- Application narratives must align with GPD regulations
- Review technical assistance materials on the <u>GPD website</u>





#### RESOURCES

- GPD website: <a href="https://www.va.gov/HOMELESS/GPD.asp">https://www.va.gov/HOMELESS/GPD.asp</a>
  - eGMS website: <a href="https://hmlsgrants-va.mod.udpaas.com/s">https://hmlsgrants-va.mod.udpaas.com/s</a> Login.jsp
  - eGMS Quick Guides
  - Application for Federal Assistance (SF-424)
  - FAQ
  - Sample coordination letter template
- GPD regulations: <a href="https://www.ecfr.gov/current/title-38/chapter-l/part-61">https://www.ecfr.gov/current/title-38/chapter-l/part-61</a>



### **QUESTIONS**

- Questions should be directed to the GPD team at <u>GPDgrants@va.gov</u>
- GPD Team
  - Chelsea Watson, Director
  - Erin Johnson, Deputy Director
  - Elizabeth Whittington, Program Analyst
  - Nancy Hegel, Compliance Officer
  - Yvette Green, Auditor
  - Janine Griggs, Clinical Program Specialist
  - Melissa Meierdierks, Clinical Program Specialist
  - Angela Smittie, Clinical Program Specialist
  - [To be hired], Financial Management Specialist
  - Heather Monroe, Grants Management Specialist
  - Sharon Wilkerson, Administrative Officer





# **THANK YOU**

Thank you for your commitment to our Nation's Veterans



